



# MainStreetNews

THE MONTHLY PERIODICAL of THE NATIONAL TRUST'S

NATIONAL MAIN STREET CENTER®



## Managing Traffic on Main Street

By John D. Edwards

There has been a resurgence of interest in downtown redevelopment in the past two decades. Whether this is the result of programs such as Main Street or simply a renewed interest in downtown from “baby boomers” and municipalities that now recognize the importance of the downtown tax base, it is happening. Along with this “broader” interest in traditional commercial districts, we see more concern and interest in the ‘nuts and bolts’ of what makes a downtown actually work better. One of those nuts and bolts is the downtown street system.

In the 1960s and ‘70s, the primary traffic issue for downtowns was how to reduce “congestion” and make traffic move faster, i.e., provide maximum mobility. In the late ‘80s and ‘90s, there was a realization that maybe some traffic congestion downtown is *good*.

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Transportation policies can have a major impact on the economic vitality and visual appearance of main streets. Read the second in our series on “Smart Growth Tools for Main Street.” Learn the basics of transportation planning so you can protect the accessibility of your main street district.

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Do you have a “white elephant” on your main street? Find out how our online Building Opportunities Network can help you find a new use for that “difficult-to-redevelop” property.

MAIN STREET



NATIONAL TRUST  
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# ONE

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Maybe we don't have to "give over" the entire commercial district to the automobile and make all systems subservient to vehicular mobility. As a result of the resurgence of central business districts and the need to slow traffic to make the area more pedestrian friendly, we have begun to look at those operational techniques that cause high-volume and high-speed traffic. One-way traffic is one of those systems that has come under recent scrutiny.

## Why One Way?

How did one-way streets become so popular downtown anyway? There were several problems that led to commercial districts adopting one-way traffic systems:

- > Needed increases in capacity;
- > Preservation of on-street parking;
- > Increasing traffic; and
- > The lack of by-pass facilities for through traffic (motorists who didn't want to drive through downtown anyway).

Increases in capacity were needed during the 1950s and '60s because of dramatic increases in travel. As a result, there was a tendency to remove on-street parking to make more travel lanes, thereby giving preference to *mobility*. By switching to one-way traffic, it was possible to preserve on-street parking in many districts while increasing the traffic-carrying capacity of the existing street network.

In the 1960s and '70s, traffic continued to increase on main street because of the growth of urbanized areas, although retail growth in central business

districts (CBD) had begun to decline. By the 1980s, not only had retail growth declined but other downtown land uses were relocating as well. Finally, the construction of many bypass facilities both as a part of, and in addition to, the growth of the interstate highway system, put a virtual stop to traffic growth in most CBDs; and many downtowns experienced actual declines in traffic volume on some of their streets.

Given this history, why even be concerned about converting one-way streets?

## Making Main Street "Customer Friendly"

Many factors combine to make main street economically successful. One important, but often overlooked, aspect is the traffic pattern. One-way streets are efficient but they are not customer friendly for people coming downtown to shop two or three times a month. For these infrequent visitors, the downtown circulation system needs to be as easy to use and as easy to understand as possible.

A major concern of organizations working to revitalize traditional commercial districts is to improve retail sales, and, more specifically, to boost the visibility and accessibility of the retail segment of the district's complement of government, services, and retail. In this regard, making the circulation system more "customer friendly" is a prerequisite to increasing the retail segment of downtown and appealing to investors and merchants who are interested in



Along with other downtown revitalization activities, the conversion of one-way streets to two-way traffic has had a positive impact on Washington, Mo. Since the conversion, the downtown vacancy rate has dropped from 30% to 2%.





One-way streets are designed to increase travel. Often, they are so efficient at moving traffic that downtown streets may feel empty.

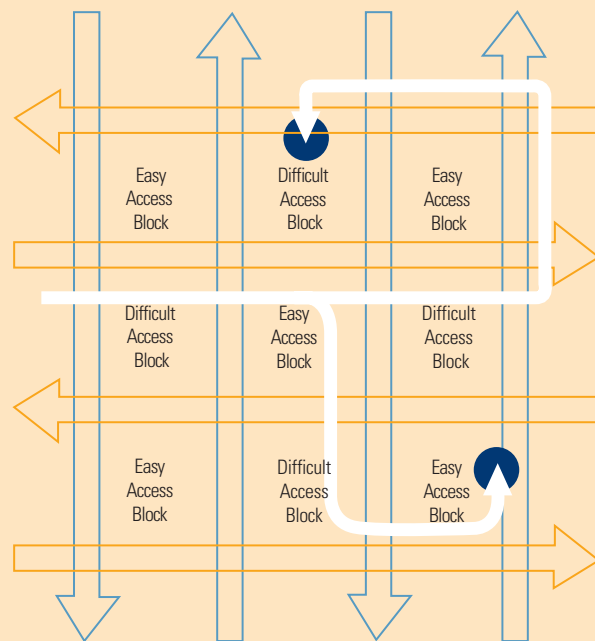


FIGURE 1

coming back to main street.

Retailers aren't the only businesses dependent on easy-to-understand traffic operations, however. Service operations and professional offices also need a circulation system that is easy to understand and to navigate; and in most small to medium-sized communities (10,000 to 50,000 in population), two-way streets are preferable.

One-way streets *increase* travel. Because most one-way systems do not allow motorists to travel directly to every destination, there are some locations that one must drive past, turn around, and then drive back in order to gain access. So in any downtown grid, there will be "dead blocks"—meaning from an access standpoint, they require circuitous routing to arrive at a destination located in that block. (see Figure 1)

Another perception that affects the success of downtown retailing is "does it feel exciting, are there lots of people?"—which means a certain degree of congestion. One-way circulation is so efficient at moving traffic that the streets may feel empty! Thus a commercial district needs to have a certain level of traffic congestion so that it appears busy.

How fast cars travel on downtown streets is another issue. Any successful main street district will have considerable pedestrian traffic, and where pedestrians are present, operating speeds should be low—15 to 20 miles per hour. One-way streets, especially one-way road pairs of 10 to 15 blocks in length, tend to encourage higher operating speeds, usually in the range of 35 to 40 mph.

### Why Convert?

When should a community consider converting a street or network of streets from one-way to two-way traffic? The most important consideration is whether it will help the revital-

ization effort. If the area affected by the conversion is a retail district that is experiencing a comeback, then a conversion may be warranted. If, however, the area adjacent to the one-way street is primarily office, warehousing, or industrial, with high peak-hour traffic, then a conversion may not be worth it.

Perhaps the most important reason for changing the traffic flow of a downtown street is to improve the economic well-being of the commercial district. A survey of 25 towns and cities that have converted their main streets show that many have experienced significant reductions in vacant floor space after the conversion. (See Table 1.)

All of the communities sur-

veyed reported positive results after converting their one-way streets to two-way traffic, and many reported substantial private investments stimulated by conversions that were coupled with streetscape projects. West Palm Beach, for example, reported \$300 million in private investment in areas where city hall had invested \$10 million in public funding.

Changing the downtown environment so that it better serves pedestrians is another major reason for converting one-way streets. In several communities, operating speeds were reduced from 30 to 45 mph to 20 to 25 mph. Slowing traffic has the advantage of reducing noise, water and snow splash,

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TABLE 1: How One-way to Two-way Conversions Affect Main Streets

COMMUNITY	POPULATION	VACANCY RATE		REMARKS
		Before	After	
Sheridan, Wyo.	14,000	25%	1%	Traffic increase of 200%.
W.Palm Beach, Fla.	85,000	80%	0%	Positive impact on reducing drug use.
Lafayette, Ind.	50,000	20%	15%	Manager reports positive results.
Washington, Mo.	12,000	30%	2%	Business is very supportive.
Anniston, Ala.	26,400	6%	1%	Even those who opposed conversion now support it.
North Little Rock, Ark.	61,700	75%	60%	

Source: Ted Brovitz, Survey of communities.



# Smart Growth

## MAIN STREETS AND TRANSPORTATION POLICIES

### Smart Growth Tools For Main Street

This is the second in our series of articles addressing smart growth issues. These articles are designed to give you useful information and tools that you can apply to ensure smart growth in your community. Special thanks to Constance Beaumont, Elizabeth Pianca, and Leslie Tucker of the National Trust's State and Local Policy program for their work in producing these papers. We also thank the Surdna Foundation for its support, which enabled us to compile and bring this information to you.

*Enjoy the series.—Stephanie Redman, NMSC*



**T**ransportation policies have great impacts, both positive and negative, on the economic vitality and quality of main streets. Poorly planned by-passes can spawn edge-of-town sprawl that lures businesses away from downtown. One-way road pairings can lead to increased traffic speed, turning main streets into speedways. And bans on on-street parking can make it hard for local main street businesses to accommodate their customers. For these reasons, downtown revitalization leaders should pay close attention to local transportation plans. Unfortunately, many citizens are unaware that they have a right to influence transportation projects—or that state transportation agencies have an *obligation* to respond to their concerns.

Transportation policy differs markedly from state to state, making it hard to generalize about precise rights and obligations in specific cases. Some states are responsive to local concerns about the impact of transportation projects on communities; other states are not. In any case, Main Street advocates should understand the basic transportation planning process so that they can influence it when their interests are affected.

### Transportation Planning Basics

Under federal law, every state must prepare a Statewide Transportation Improvement Program (STIP), a multi-year list of projects proposed for federal, state, and local transportation funding. Similarly, Metropolitan Planning Organizations (MPOs) are required to prepare a Transportation Improvement Program (TIP), a three-to-five-year list of transportation projects for the MPO region.

STIPs are compilations of TIPs, but they also contain project information for non-metropolitan areas that are not covered by MPOs, including smaller cities, towns, and rural areas. Used as forums for regional planning and decision-making, MPOs are designated for metropolitan areas (popula-

tions above 50,000) that conduct regional transportation planning. Both STIPs and MPOs are public documents.

Transportation planning should be conducted openly and be accessible to all citizens and local communities. Citizen participation in the planning process should take place early and be continuous. To make sure that transportation projects benefit downtowns—or at least do not harm them—Main Street leaders should establish relationships with local and metropolitan planning agencies as well as with the state transportation agency. Regular communication with state legislators can also help citizens find out about transportation proposals affecting their community.

State transportation agencies are obligated to take community views into account when plan-



ning projects. Letter-writing campaigns and calls from elected officials can be effective if a state agency is unresponsive. When transportation projects threaten to cause harm, the National Environmental Policy Act or state-level analogues often provide a legal hook for challenging projects. (For more information on these laws, contact the National Trust for Historic Preservation's Law Department at 202/588-6035.)

## Enhancements

Besides guarding against inappropriate, or insensitively designed road projects, Main Street leaders should know how to compete successfully for "transportation enhancement funds" authorized by the Intermodal Surface Transportation Efficiency Act of 1991. This act authorizes each state to set aside 10 percent of its surface transportation budget for enhancements projects. Under the Enhancements Program, state funding is available for a variety of transportation-related projects, including downtown streetscape improvements, bicycle and pedestrian paths, traffic calming, and the restoration of historic facilities with a relationship to transportation. Projects that enhance the experience of traveling—including pedestrian amenities and façade restorations of significant historic buildings along main streets—may also qualify for funding under this program.

Enhancement programs differ widely from state to state. So do project selection procedures and the amounts of money that individual states devote to each of the eligible enhancement activities. Many states spend most of their enhancements funds on bike paths, while others focus on preservation projects.

In Kentucky, the state transportation agency, in cooperation with Renaissance Kentucky, has dedicated a significant percentage of enhancement funds to streetscape projects and downtown revitalization. Through this program, Carrollton created a more pedestrian-friendly



Cordell, Okla., (above) used ISTEA funds to complete an award-winning streetscape project along its historic downtown square. Enhancement funds can also be used for such amenities as bike and pedestrian paths (opposite page, bottom).

downtown and reestablished its Courthouse Square as a downtown focal point. Frankfort replaced sidewalks, curbs, streetlights, and benches; and Paducah installed underground utilities, added bike racks, and replaced trees.

## Road Design Standards

Road design standards can also have a tremendous impact on Main Streets. These standards determine matters such as how wide lanes and sidewalks can be, whether trees can be planted along streets, and whether curbside parking is allowed. The standards can have a profound effect on the pedestrian friendliness of a town. Insensitively designed road and bridge projects can destroy street trees, sidewalks, and other features that make a Main Street attractive and walkable.

Too often, road designers and transportation engineers emphasize increased traffic speed at the expense of everything else, including the qualities that make a place visually appealing and pleasant to walk around. As Philip Slater wrote in *The Pursuit of Loneliness*, "Our approach to transportation problems has had the effect of making it easier and easier to travel and more and more places that have become less and less worth driving to."

In an attempt to address this problem, the U.S. Department of Transportation has urged state transportation agencies to take advantage of recently authorized flexibility in standards. Referred to as "Context Sensitive Design," this new approach to road design is intended to protect and enhance the livability and special features of communities.

Five state transportation agencies—in Maryland, Connecticut, Kentucky, Minnesota, and Utah—are currently participating in a national pilot program aimed at finding the best ways to implement the principles of Context Sensitive Design. In the mid-1990s, Vermont adopted new road standards that seek to protect the state's small main streets and county roads. Some states, such as New Jersey, are training state engineers and planners in this approach, while other states are beginning to incorporate public participation and community impact assessments into their planning processes.

To ensure that progressive transportation principles are applied locally, Main Street leaders can—and should—organize community meetings with their mayor, town council members, state legislators, and state transportation officials. Elected officials may not be aware of these new, progressive approaches, but once educated, they can become strong advocates for main street-friendly transportation policies.

The safe and efficient movement of goods and people should not come at the expense of community livability and quality of life. The side effects of road building on the character and values of a town can and must be taken into account before transportation projects are approved. Communities have a right to expect this and should take all steps necessary to ensure that it does.

*This issue paper was co-authored by Leslie Tucker, Local Policy Analyst, and Dan Costello, Program Associate for Congressional Affairs, of the National Trust for Historic Preservation.*

# Resources

**Community Impact Assessment**, a Federal Highway Administration (FHWA) explanation of how the transportation planning process is supposed to work and what citizens can expect from it. The overall message of this publication is that community livability and economic vitality are just as important as mobility. Communities do not have to stand for the injuries that accompany insensitively planned transportation projects. The publication is available through the FHWA Office of Environment and Planning (call 202-366-0106).

**Take Back Your Streets: How to Protect Communities from Asphalt and Traffic**, a citizens guide on how to oppose unwanted and harmful highway projects. The guide is available from the Conservation Law Foundation in Boston. Go to <http://www.clf.org> or call 617-350-0990.

**A State Highway Project in Your Town? Your Role and Rights: A Primer for Citizens and Public Officials**, by Jim Wick. An excellent guide for citizens and public officials who want to modify road construction plans that could harm their communities. This primer is available from the Preservation Trust of Vermont. Go to <http://www.ptvermont.org/books.htm> or call 802/658-6647.

**A Citizen's Guide to Transportation**, a primer on the transportation decision-making process by the Federal Highway Administration and Federal Transit Administration of the U.S. Department of Transportation. Publication #FHWA-EP-01-013 HEPH/3-01(15M)E. Go to [www.fhwa.dot.gov/environment/planning.htm](http://www.fhwa.dot.gov/environment/planning.htm).

**Kentucky Takes the Road Less Traveled: Kentucky Historic Preservation and the Transportation Enhancement Program**, a publication of the Kentucky Heritage Council. Go to [www.kyheritage.org](http://www.kyheritage.org) or call 502/564-7005.

**Residential Streets**, by Walter Kulash. This publication explains some of the more progressive thinking regarding street designs and advocates road standards that allow streets to retain their walkable, intimate character. Go to [www.uli.org](http://www.uli.org) and click on bookstore or call 202/624-7000. Ask for ULI Order No. R38.

**Street Design Guidelines for Healthy Neighborhoods**, by Dan Burden. Go to [www.planning.org](http://www.planning.org).



Charles Plant @ NTHP

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and fumes—all problems for people walking on the sidewalk.

An even more important benefit is the increase in pedestrian safety. In the booklet, *MAIN STREET-When a Highway Runs Through It*, published by the Washington State Department of Transportation, speed is related to driver perception and the severity of injuries at various speeds. For instance, at 40 mph,

the driver's focus is on the roadway at a distance; at 30 mph, the driver begins to see things at the road's edges; and at 20 mph, the foreground comes into focus. At 15 mph, the motorist sees pedestrians and other elements on adjacent buildings. The booklet also points out the chances of fatality to a pedestrian who is struck at various speeds: at 40 mph, the chance of death is 85%; at 30 mph, it is 45%,

while at 20 mph, the chance of a fatal injury is 15%.

Another factor to consider is the type of traffic flow. If it is mostly throughway traffic with few people stopping at downtown destinations, then the conversion may have little or no impact on revitalization of district.

Along with type of traffic is the amount of traffic. If traffic volumes exceed 15,000 vehicles per day (vpd) on each of the

For a street conversion to be successful in improving the pedestrian environment, there must be existing or anticipated activity on the sidewalks. If pedestrian traffic volume is less than 200 people an hour, the benefits will likely be minimal.



Street width is an important factor when considering a street conversion, especially if there is on-street parking. A two-way street with parallel parking on both sides (above) needs to be at least 49 feet wide; with angle parking (below), it must be 68-70 feet in width.





one-way streets and if there are numerous cross streets with no suitable parallel or bypass routes, the conversion to two-way may increase congestion to unacceptable levels and actually deter shoppers.

A final consideration is street width, and its impact on on-street parking and off-street parking access/egress. If streets are narrow, there may be a significant loss of parking. Streets less than 22 feet wide are not good candidates for two-way operations; left-turn movements will cause congestion. For off-street parking lots and garages, the access design of the entrance/exit may require substantial reconstruction to accommodate a change to two-way operation. Another potential expense to consider is the cost of changing traffic signals and signs to accommodate the conversion. These changes can be expensive, especially if electrical wires are underground. In Greensboro, N.C., for example, the estimate to convert one street was \$30,000 per intersection.

## What You Need to Know

What information do you need to determine the desirability of a street conversion and where do you get it? The types and level of analysis depend on a variety of factors, including:

- > the jurisdiction under which the street(s) operate;
- > street widths;
- > amount of daily and peak-hour traffic;
- > adjacent building use;
- > pedestrian activity;
- > level of congestion;
- > possible economic impacts; and
- > how the facilities relate to the local and regional transportation network.

## Street Jurisdiction

Street jurisdiction refers to the legal authority under which the street operates. Is it a federal, state, or local route? If it is a federal or state route, it will be necessary to get approval to make the conversion and the

studies required may be fairly rigorous. If the street is under local jurisdiction, the conversion will be under local control, and the decision may be dependent only on traffic volumes and parking needs. Several streets in Green Bay, Wis., and other small downtowns have been converted to two-way operation with little study or negative impact.

## Street Width and Lane Use

Perhaps the most important consideration is street width. Obviously, two-way operation requires a minimum width of 24 feet. If there is parallel parking on both sides of the street, the required width may be 36 to 38 feet; and with angle parking on both sides, the width expands to 64 to 68 feet. These widths do not provide any left-turn lanes, so if there is a heavy amount of left-turn traffic, additional width may be required. Table 2, below, gives minimum curb-to-curb widths for various parking and traffic lane configurations. As you can see, angle parking increases minimum required widths considerably due not only to the depth of the parking aisle but also the maneuvering space required.



A heavy amount of left-turn traffic can affect a street conversion to two-way operations. In such cases, the street must be wide enough to accommodate a left-turn lane to prevent traffic congestion from causing undue delays.

## Daily and Peak-Hour Traffic

The amount of traffic, both daily and during peak hours, must also be considered. For streets carrying more than 10,000 vehicles per day, make sure that most of the traffic consists of local shoppers; otherwise severe complaints will ensue. Peak-hour volumes of more than 500 vehicles per lane can cause considerable delay due to the new left-turn movements generated by the conversion. If you plan to convert streets with high traffic volumes, look for alternative routes with surplus capacity that can be used by drivers who aren't planning to stop at any of the businesses on the converted streets.

## Adjacent Building Use

Building use along the street is another important factor. The basic reason for converting a street to two-way traffic is to make the circulation system easier to understand and use. For people who work or live downtown, this may not be an important issue. For shoppers, it's a different story; two-way streets can help them reach their destinations more quickly and easily. Thus, streets with predominantly retail uses are usually the prime candidates for conversion.

Another significant building use that can affect two-way conversions is the presence of a

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**TABLE 2: Street Width: Minimum Required Widths for Two-Way Traffic**

NUMBER OF LANES			BASIC LANE WIDTH		REQUIRED MINIMUM WIDTH
Traffic	Parking	Turning	Traffic	Parking	
2	0	0	12'		24'
2	parallel 1	0	12'	8'	32'
2	parallel 2	0	11'	8'	38'
2	parallel 2	1	11'	8'	49'
2	angle 1	0	15'	19'	49'
2	angle 2	0	15'	19'	68'
2	angle 2	1	11-15'	18'	70'

*Source: John D. Edwards, Transportation Consultant, Inc.*



# NETWORK NOTES



## Walla Walla Java Jolt

The Downtown Walla Walla Foundation has partnered with a local coffee roaster to create a special Main Street Blend as a tribute to the Washington State town's 2001 Great American Main Street Award and as a fund raiser for the foundation, which receives \$1.20 for every pound of coffee sold. Created by Tom and Mary Reese of the Walla Walla Roastery, the blend features the Great American Main Street Award logo on the label.

The Main Street Blend is sold at numerous downtown coffee shops and will soon be available at one of the local groceries. The Roastery will also sell the Main Street blend from its booth at the Downtown Walla Walla Farmers Market throughout the summer.

"This is really a win-win opportunity," says Downtown Walla Walla Foundation Director Timothy Bishop. "The blend is a great promotional fund raiser for the foundation and, in return, by promoting the coffee to our members, we are able to help one of our merchants grow and expand their business."

The Walla Walla Roastery donated two cases of Main Street Blend to this year's National Town Meeting on Main Street so some of you may have grabbed a sample while in Fort Worth.

*Want to brew up your own Main Street blend? To find out more, email the Walla Walla Roastery [wuroastery@imw.net](mailto:wuroastery@imw.net) or contact the Downtown Walla Walla Foundation at (509) 529-8755 or [info@downtownwallawalla.com](mailto:info@downtownwallawalla.com).*

## reStoring DC

On April 26th, 2002, Mayor Anthony A. Williams announced the five designated DC Main Street programs (reSTORE DC) to revitalize neighborhood business districts. The citywide program will be working in 14th and U Streets, N.W., once the heart of African-American culture and commerce in the nation's capital; Upper 14th Street, N.W., a neighborhood-serving commercial district; H Street, N.E., a mixed-income, mixed-ethnicity commercial district that has struggled to recover since the 1960s; North Capitol Corridor, a neighborhood

commercial corridor with fantastic Capitol views; and Barracks Row (8th Street, S.E.), a self-initiated Main Street program that has been active for two years. The National Main Street Center will provide technical assistance through the Office of Planning and Economic Development. Former NMSC staffer, John McGaw, is coordinating the program for the District of Columbia.

*To learn more about reSTORE DC, contact John McGaw at (202) 727-6705 or [john.mcga@dc.gov](mailto:john.mcga@dc.gov).*



H Street, N.E.



Barracks Row

# reSTORE

# DC





## Keeping Downtown Visitors Informed

Paso Robles (Calif.) Main Street Association is the proud owner of a new information kiosk for the downtown. Constructed and donated by Ken Robinson of Robinson's Iron Art Originals, the public bulletin board, valued at \$25,000, was designed with a Chinese motif. Glass was provided by Paso Robles Glass, electric wiring was donated by Paso Robles Electric, and installation was handled by city crews.

Paso Robles Main Street Association will maintain the kiosk, which will be used to promote downtown events. "It is just a wonderful thing that all downtowns should have," declares Norma Moyer, executive director of the Main Street program. "Sometimes chambers are closed, and the only way tourists can find out what's going on downtown is through a kiosk."

*To contact Paso Robles Main Street Association, call Norma Moyer at (805) 238-4103 or email [mainstreet@tcsn.net](mailto:mainstreet@tcsn.net).*



## Princess of a Theater

When the Princess Theater in Rushville, Ill., closed its doors after 80 years, a group of citizens banded together to buy the movie palace. By selling stock in the venture, they raised \$53,000 from 220 shareholders. They used \$24,000 to purchase the building and the rest for renovations and maintenance.

Today, the theater is run by volunteers, including high school students, and managed by Rushville Main Street Manager Marie Wallace. The theater is open Friday through Sunday; during the week, it shows films sponsored by the PTA and youth groups.

The Princess operates in the black partly because it is staffed by volunteers and partly because it shows second-run films, which can be more profitable because studios don't take as large a percentage of ticket sales as they do for first-run flicks.

Things have been going so well that recently the Princess Theater premiered a first-run film for the first time in years. Hollywood siphoned off 60 percent of ticket sales for the first weekend and 40 percent, the second weekend.

*To find out more about giving your main street movie palace the royal treatment, contact Marie Wallace at (217) 322-6277 or [gummy@frontier.net](mailto:gummy@frontier.net).*

## "Network Notes"

is compiled and

written monthly

by Bill McLeod.

If you have interest-

ing projects or

ideas you would

like others to

read about, give

Bill a call at (202)

588-6219 or email

him at [william\\_](mailto:william_)

[mcleod@nthp.org](mailto:mcleod@nthp.org).



Sellwood-Mooreland Library

## Lending a New Look to Main Street

The Sellwood-Mooreland Library in Portland, Ore., has moved from its old location of 37 years into the Sellwood Lofts—a mixed-use building in the same district. The library now occupies the first floor beside Re/Max Equity Group. Sixteen condominium units are situated above the library and Re/Max.

Initially, the county considered demolishing the old branch library and constructing a new one on the same site. Instead, by moving into a leased space, the library has doubled its size and attracts more pedestrian traffic.

*To learn more about this mixed-use project, call Margot Moore-Wilson at (503) 988-05398 or email at [margotm@multicolib.org](mailto:margotm@multicolib.org).*

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## Putting Main Street on the Map

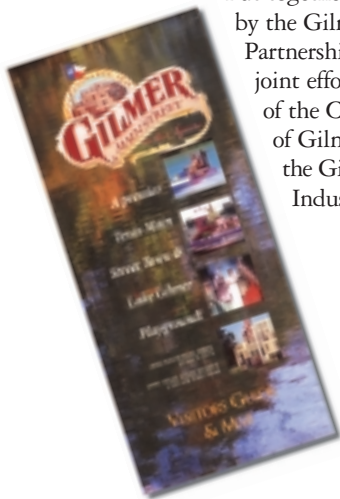
Located just west of Gilmer, Tex., Lake Gilmer opened as a fishing, boating, and swimming park last September. Seeking opportunities to promote the new recreational venue, Danny Lancaster, lake manager and chief ranger, approached Main Street manager Debbie Wood about creating a map to highlight both the lake and downtown Gilmer.

Put together by the Gilmer Partnership, a joint effort of the City of Gilmer, the Gilmer Industrial

Foundation, and the Upshur County Economic Development Board, the map features a downtown business directory and a calendar of events on one side and a map of the lake with a fish identification guide and boating and swimming rules on the other. The partnership made it possible to print 22,000 of the full-color maps and distribute them to the 11 Texas Travel Information Centers and trade shows.

"The two-sided map is an excellent example of cross-promoting heritage tourism, eco-tourism, and recreational tourism," praises Terry Colley, deputy executive director of the Texas Historical Commission.

*For more information, contact Debbie Wood by phone (903) 843-5613 or email at [debbiwood@mindspring.com](mailto:debbiwood@mindspring.com).*



East Boston High School

For many years, the Massachusetts School Building Assistance Program was biased toward new construction over the rehabilitation of existing schools. State officials and architects promoted new construction

## Sharing the Pride

Recognizing the honor of winning a 2002 Great American Main Street Awards, the board of Milford DO-IT/Main Street Program wanted to be sure the rest of the New Hampshire community shared the excitement. So, while the Milford DO-IT staff and board were in Fort Worth accepting the award, the public works department spread the news by hanging street banners specially designed to celebrate the 2002 Great American Main Street Awards.

"The downtown never looked more beautiful... with American flags around the green, the high school band playing, and wonderful new banners all for a community celebration of the award," recalls



Milford, New Hampshire

Andrea Galligher, downtown coordinator for Milford DO-IT.

The banners will remain in place through mid-June as a constant reminder of the pride the community feels for this great achievement. The cost of the banners was \$1,400, paid for by Milford DO-IT, which liked the design so much that it printed letterhead with the same all-American logo to proclaim the award to its funders and volunteers.

*Ms. Galligher is proud to take any calls about her banners at (603) 672-4567 or [milfmainst@aol.com](mailto:milfmainst@aol.com).*

## Put Your School Online

and perpetuated the myth that rehabilitation was more costly, ineffective in providing state-of-the-art facilities, ineligible for certain reimbursement formulas, and impossible given mandated standards for school facilities.

Visionary officials disproved these myths and succeeded in getting East Boston High School rehabbed. Now the school stands as a symbol of quality rehabilitation within a difficult regulatory framework for other communities seeking ways to preserve their neighborhood schools.

The National Trust has written 19 other case studies about successful school rehabilitation projects throughout the U.S. and will produce 20 more by Autumn 2002. To print this or other case studies, visit the Trust's web site at [http://www.nationaltrust.org/issues/schools/studies\\_intro.html](http://www.nationaltrust.org/issues/schools/studies_intro.html).

*If you have a case study that you would like to be considered for the next round, contact Emma Panaby at (202) 588-6040 or [emma\\_panaby@nthp.org](mailto:emma_panaby@nthp.org).*



# Main Street MILESTONES



## Dick Ryan Retires

May 17, 2002, marked Dick Ryan's last day at the Texas Historical Commission (THC). Dick began work at the THC on January 18, 1982, where he served as the Texas Main Street architect for 18 years. In that capacity, he advised building owners on maintenance and rehabilitation of downtown buildings. In April 2000, he transferred to another agency program, the Texas Historic Courthouse Preservation Program, where he assisted counties in the preservation and restoration of their historic courthouses. Dick Ryan's contributions to preservation in Texas and to the nation's Main Street programs have been immeasurable and we wish him well.



## Remembering Bill Hightower

For those who knew Bill Hightower, he will be remembered for his tireless energy and unbounded commitment to improving Ardmore, Okla., which he always referred to in his booming voice as "The Thriving Metropolis in Southeastern Oklahoma." Bill was a mentor for countless Oklahoma managers, a strong supporter of the NMSC, and always willing to lend a hand with other Main Streets. Besides his love for downtown, he was a fourth-generation Ardmoreite and spent 28 years in the U.S. Air Force where he served tours of duty in Vietnam, Japan, the Philippines, and Korea. Among the many decorations he received during his illustrious military career, Bill was awarded the distinguished flying cross with two oak leaf clusters, the defense meritorious service medal with three oak leaf clusters, the air medal with 21 bronze stars, and the Air Force commendation medal with one oak leaf cluster. Bill Hightower will be missed by all who knew him.



## Farewell to Les Hall

Les Hall, state coordinator of the Oklahoma Main Street Program, is retiring after serving the state for more than a decade. Les joined the Oklahoma Main Street Program as the Small Town Coordinator in October 1991. He later served the program as Assistant State Coordinator and then State Coordinator. Les retired from the state of Oklahoma on April 1, 2002. During his years with the Oklahoma Main Street Program, he developed and presented fund-raising workshops, visioning workshops, and organizational training throughout

the state. He has also been a speaker at National Town Meetings and Statewide Preservation Conferences.

During his Main Street career, Les worked tirelessly to educate hundreds of individuals about the benefits and methods of Main Street. He also helped dozens of Oklahoma communities—as well as towns in other states—establish and sustain successful downtown revitalization programs. And to prove the adage that old Main Streeters never disappear, Les will be volunteering with two downtown programs in his "retirement."

## FAST FACTS

- For every unsatisfied customer who complains, 26 other unhappy customers say nothing. And of those 26, 24 won't come back.
- The average customer who experienced a problem with an organization tells 9 or 10 people about it.
- Of the customers who register a complaint, between 54 and 70 percent will do business again with the firm if their complaints are resolved. That figure goes up to a staggering 95 percent if the customers feel that complaints are resolved quickly.

*U.S. Office of Consumer Affairs Findings, © 2002 Wold Publishing Group*



# Bringing Back the Two-way Street:

## Why communities are changing their ways

The conversion of streets from one-way to two-way traffic seems to be a growing trend across North America. In the United States and Canada, many cities and towns have already made the change or are in the process of considering such conversions. While the circumstances motivating such changes and the logistical issues involved vary from place to place, most of the communities contemplating the conversion process cite easier access, traffic calming, and support for local businesses as reasons to make the transformation.

**Anniston, Alabama**, converted its downtown streets from two-way to one-way back in 1972 as a “temporary” measure during road construction. Those changes remained in place until the late 1990s when a new mayor, responding to requests from downtown businesses, promised to bring two-way traffic back.

The downtown organization, *Spirit of Anniston*, worked closely with local newspapers and radio stations to educate the community about change. Radio “drive-time” reminders during

the weeks that followed the conversion kept confusion down.

While some banks with drive-through windows were initially concerned that the switch to two-way traffic would be dangerous, no traffic accidents were reported during the first two months of the conversion. *Spirit of Anniston* director Scott Barksdale says the conversion made access to stores more convenient and reduced traffic speeds. “Before,” says Barksdale, “downtown streets were more ‘pro-car’; afterwards, they became ‘pro-pedestrians.’”

**Lafayette, Indiana**, instigated the change as a result of major transportation infrastructure projects. Relocation of rail lines and a new bridge across the Wabash River made the previous one-way pairs of streets illogical. The resulting traffic system had three major one-way pairs—two in one direction, one in the other. Downtown business owners were concerned about loss of visibility and access as a consequence of the new bridge.

The plan for converting the pairs was not without concerns about loss of parking spaces and the cost of installing new traffic signal lights and signs. When the city did an actual traffic count, however, it found that the downtown didn’t need so many traffic lights or stacking lanes.

Downtown is “easier to get around,” says Director of Development Sherry McLaughlan. “Because it is our historic downtown and we are trying to build our tourism market, it is easier for out-of-towners to find their way around.”

Independence Square, the historic town center of **Independence, Missouri**, is a traditional town square with businesses on four sides. Bordered by one-way pairs of streets, it is the center of government activity as well as a tourist destination. The Truman Historic District, which includes the Truman Home and Visitor Center, draws many visitors into the downtown.

One concern in Independence is the need to create transit-supportive design to improve the pedestrian environment and link to a planned transit center. The proposed plan recommends conversion of one-way streets to two-way to improve retail exposure and calm traffic in a heavily pedestrian area, particularly near the Visitor Center. On-street parking would be returned to provide additional capacity while protecting pedestrians on sidewalks from moving vehicles.

Neighborhood residents may also see the advantages of converting one-way streets. In **St. Petersburg, Florida**, the city is considering several conversions as a means of slowing traffic through residential areas. Nearby **Tampa** is studying conversions as well.

The North Shore Neighborhood Association in St. Petersburg, fearing the impact of the new CVS drugstore in the neighborhood, requested a two-way conversion. Along Dr. M. L. King Street at the western end of downtown St. Pete, neigh-

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bors began advocating for a change years ago as way to help entrepreneurs in the MLK (9th) Street Business District. The project will take longer to complete, as the streets' interstate highway ramps must be considered.

Freeway ramps were a concern in **Milwaukee, Wisconsin**, as well when it considered conversions. The mayor wanted to increase traffic circulation down-

town, but several freeway ramps fed into the one-way system. Milwaukee's traffic engineers solved the problem by maintaining a section of the one-way system, which was connected to the freeway ramps, while switching the other areas and thus allowing the two-way system to unfold gradually.

There was initial concern about the changes on the ramps and the lessening of capacity,

"... but there wasn't any traffic really backing up the ramps onto the freeways as some had feared," says Milwaukee traffic engineer Jim Ito. "The two-way system has allowed downtown circulation to improve. It's easier for suburbanites to come back downtown. You used to have to be pretty creative just to get around. Now there's easy access."  
—Mac Nichols, Director, Preservation Development Initiatives, NTHP

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parking garage or deck. Parking structures specifically designed for one-way operations may require redesign and reconstruction of their entrances and exits to accommodate the new traffic flow. While parking lots may also need modification, changes to surface lots are, in general, much easier to make than alterations to parking structures.

## Pedestrian Activity

Improving the pedestrian environment on adjacent sidewalks is one of the major reasons for converting one-way streets to two-way operations. This can occur by reducing traffic speeds, noise, rain and snow splash, and vehicular-pedestrian conflicts. To obtain significant benefits through the above actions, there must be either existing or anticipated pedestrian traffic on the sidewalks. If the buildings along the street do not generate significant pedestrian activity, the conversion will generate fewer pedestrian benefits. Areas in which pedestrian traffic volume is less than 200 to 300 people an hour will probably experience minimal benefits. Pedestrian studies that include existing counts of activity on downtown sidewalks can help determine whether a conversion will benefit the district.

## Levels of Congestion

Typically, traffic engineers and transportation planners strive for intersection levels of service of "C" or above; which means vehicular delays of 30 seconds or less. Most downtowns, however, must be willing to accept higher levels of

service because pedestrians are present and drivers are turning or pulling into or out of parking spaces. The wait at intersections is less important because conditions in the middle of a block may exert more control over vehicular delay than traffic signals. For commercial districts, especially retail areas, levels of service of "D" or "E" are acceptable: this means average waits of up to 60 seconds at intersections. Capacity and level of service analyses are essential studies for any proposed street conversion.

Levels of traffic congestion affect operating speeds as well. From the standpoint of pedestrian safety, vehicular speeds of more than 25 miles per hour for retail streets are undesirable. On-street parking will slow the speed of traffic as well, making it desirable for the retail areas of main street districts.

## Conversions and the Regional Transportation Network

One-way to two-way conversions may depend on the way the proposed streets fit within the regional roadway network. When considering a conversion, it is necessary to look at the network and see how a change will affect traffic operations regionally. For instance, if a freeway interchange system is designed to operate with the one-way system in the commercial district, it may not be possible to make a change. On the other hand, if there are parallel routes to which "through" traffic can be diverted, a conversion may be possible. In any event,

studies should be conducted to determine how much of the traffic flow is "through" and how much is "local."

Truck traffic is another consideration. Is there a high volume of truck traffic on the streets to be converted? If so, thought must be given to the diversion of truck operations to a parallel route in order to reduce congestion on the proposed two-way street.

## The Benefits of Street Conversions

Street conversions to two-way traffic should be based upon real and anticipated economic benefits, such as reduced vacancy rates, increased retail sales and employment, increased pedestrian activity, and/or increased property tax assessments. While a growing number of communities are opting for two-way traffic in their business districts and there is significant anecdotal evidence that positive changes occur after most street conversions, there has been limited research on actual retail sales and property value increases. More economic data is needed to support the economic benefits of these conversions.

*John D. Edwards has more than 35 years experience in traffic, planning, and parking. He worked as a transportation planner for the City of Cincinnati, as a project engineer for the North Carolina Department of Transportation, and as a principal in consulting firms.*

## MainStreetNews

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The National Trust for Historic Preservation is the only national, private organization chartered by Congress to encourage public participation in the preservation of sites, buildings, and objects significant in American history. The National Main Street Center®, a program of the National Trust, provides technical assistance in downtown and neighborhood commercial district revitalization to communities throughout the nation.



# AT THE CENTER

## NMSC Intervenes in State Budget Crises

Among its many legislative issues, the National Trust's Main Street Center (NMSC) regularly lobbies to support state and city coordinating programs, as well as local Main Street efforts. We've been getting a workout lately in Nebraska and Illinois.

During National Town Meeting, staff of the Nebraska Lied Main Street program got word that the governor had recommended a \$115,000 cut to the state program's budget. With only a matter of hours to restore funding in the state budget, staff of the NMSC and the Trust's Mountains Plains office worked with Nebraska Lied Main Street staff to prevent

the cut. Director Kennedy Smith quickly contacted appropriations committee chair Senator Wehrbein to explain the importance of full funding and convince him to override the cut. Stephanie Redman and Trust Vice President for Membership Dolores McDonagh organized an email notification for all Trust members. With these efforts and lots of in-state activity, the full \$115,000 of funding was restored to Nebraska Main Street, enabling the program to continue its good works and support of Nebraska's downtowns.

Main Street and other Trust staff have also launched a similar

effort in Illinois. On Memorial Day, Illinois Governor George Ryan proposed a budget that cut \$1 million of Illinois Main Street's \$1.2 million program budget. Such a cut would eliminate staff positions, and all technical assistance and training to IMS communities.

The following day, Kennedy Smith contacted the governor's office and leadership of both the Illinois House of Representatives and Senate to press for full funding of the program. Stephanie Redman and Dolores McDonagh worked to notify and encourage 650 Illinois National Trust members to contact the governor and their legislators and oppose the

massive funding cut. Outraged local Main Street program representatives contacted their representatives and senators in full force.

As of press time, both the Senate and House appropriation bills had passed with full funding for Main Street. Gubernatorial approval of the budget measures is the last remaining hurdle. It is our sincere hope that Governor Ryan will fully support Illinois Main Street. At both the state and local level, Illinois Main Street has made terrific achievements in downtown revitalization. Continued support for that program is a wise and productive investment of state resources.

## New Faces, New Places



The National Main Street Center is pleased to announce the addition of Valecia Crisafulli to

its staff. Bringing 10 years of downtown revitalization experience to the National Trust, Valecia is joining the Center as a Senior Program Associate. She will be based at National Trust headquarters in Washington, D.C., and will focus on delivering small business development services, including tourism-related business development, and consulting services for mid- to large-size cities.

Valecia has worked at both the state and local level. From 1993 to 1999, she served as the

state coordinator of Illinois Main Street where she worked closely with each participating community to design and deliver training and technical assistance to local downtown revitalization programs. Under her leadership, the program grew from its original 9 communities to 49 active local Main Street programs. In 1999, she became the executive director of Downtown Springfield, Inc., a preservation-based, non-profit management organization that focuses on the 40-block central business district of Illinois's capital city.

Valecia has also owned and operated two small businesses: byLines, a public relations firm whose clients included municipal governments, chambers of commerce, and merchants associations; and Wildflowers, a women's apparel shop.

Join us in welcoming Valecia to the Center. She can be reached at 202/588-6219 or by email at [valecia\\_crisafulli@nthp.org](mailto:valecia_crisafulli@nthp.org).



After more than 16 years at the National Main Street Center, Mac Nichols has accepted the position

of Director of Preservation Development Initiatives. Reporting directly to the Vice President of the National Trust's Community Revitalization Department, which includes both the National Main Street Center and Community Partners, Mac will be administering the Trust's new Preservation Development Initiative (PDI). Funded by the John S. and James L. Knight Foundation, the Preservation Development Initiative will provide technical assistance, grants, and loan funds

to selected Knight communities\* to help local leaders make preservation a central part of their community's broader economic development strategies. Mac will also be working with the Center and Community Partners to expand PDI funding and services to additional communities.

*\*John S. and James L. Knight Foundation promotes excellence in journalism worldwide and invests in the vitality of 26 U.S. communities. Information on geographic eligibility is available at [www.knightfdn.org](http://www.knightfdn.org).*



Aimed at commercial district revitalization professionals interested in expanding their skills and knowledge, the National Main Street Institute is offering two four-day basic training sessions this fall, as well as a new seminar on tourism:

**The Business of Tourism**

**> September 16-18, 2001  
in Washington, D.C.**

Tuition: Network Member\* rate: \$525

Non-member rate: \$625

Attracting tourists and visitors—especially cultural heritage travelers—is an important economic development strategy for many downtowns. But is your community ready to take advantage of business opportunities when tourists come to town? This interactive two-and-a-half-day workshop will focus on how businesses in your commercial district can enhance the visitor experience and capture more tourism dollars by: improving tourism-related customer service; developing branded souvenirs; and creating unique local crafts and products. Emphasis will be on specific “next steps” for the local organization and on ways to provide better business assistance.

**Main Street Basic Training**

**> September 23-26, 2002  
in Billings, Mont.**

**> October 28-31, 2002  
in Washington, D.C.**

Tuition: Network Member\* rate: \$660

Non-member rate: \$810

Learn about the nationally successful Main Street Approach to commercial district revitalization from the organization that has been the leader in the Main Street revitalization movement for more than 20 years. During this intensive, four-day training, you'll study each of the four elements of the Main Street Approach—Organization, Promotion, Design and Economic Restructuring—and find out how these areas can be combined in a local grassroots initiative to form a dynamic revitalization program.

## JOB ANNOUNCEMENTS

**Executive Directors**

Five neighborhood business districts participating in the District of Columbia Main Street Program are seeking executive directors. Applicants should have experience in historic preservation, commercial revitalization strategies, and administration of a local nonprofit organization. Dynamic and fast-paced environment. *Email expressions of interest, compensation requirements, and resumes to [john.mcgaule@dc.gov](mailto:john.mcgaule@dc.gov).*

**Downtown Development  
Authority Director**

The City of Glenwood Springs, Colo., is accepting applications for a Downtown Development Authority (DDA) director who will report to the DDA board of directors, which reports directly to the Glenwood Springs City Council. This is a full-time position with primary responsibility to implement and manage the DDA programs. The ideal candidate should have proven leadership and administrative skills in business management, excellent communication and organizational skills, and be a self-starter. Adaptability in a rapidly changing environment, initiative, and project management expertise are essential. Experience working with city government and public finance, a plus. A pre-employment drug screen from the city's designated physician, will be required of the successful applicant. Salary range: up to \$50,000 annually, plus benefits. ADA/EOE/AA

*Position open until filled. To apply, send resume, salary requirements, and three letters of recommendation to: Sebrina Hoffmeister, Resource Director, City of Glenwood Springs, 806 Cooper Avenue, Glenwood Springs, CO 81601. E-Mail: [cigs99@apply.nationjob.com](mailto:cigs99@apply.nationjob.com); Fax: 970/945-5023; Tel: 970/945-2575.*

**Program Manager**

The Lansing (Mich.) Eastside Community Development Corporation is seeking a half-time program manager for the newly

launched Avenue Main Street program. The program manager will be the principal on-site staff person responsible for program development, fund raising, financial management, public relations, and administration of a commercial revitalization initiative on Michigan Avenue. Applicants should have education and experience in one or more of the following areas:

economic/community development, public relations, fund raising/grant writing, architecture/design, business administration, public administration, small business development, and planning. Should be energetic, well-organized, self-directing, and possess a strong work ethic. Salary range: \$2,000.00/month for half-time position. Excellent written and verbal communication skills.

*Direct questions and resumes to: Joan Nelson at Allen Neighborhood Center, 1619 E. Kalamazoo, Lansing, MI 48912. Tel: 517/368-2468.*

**Downtown Manager**

The City of Portage (Wis.) Business Improvement District is accepting applications for the position of manager to coordinate downtown revitalization activities utilizing the Main Street Approach™. Applicants should have education and/or professional experience in one or more of the following areas: historic preservation, planning, economic development, retailing, marketing, design, volunteer or nonprofit management, grant writing and/or small business development. Applicant must be entrepreneurial, vibrant, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent verbal and written communication skills and strong computer skills are important. Salary range: negotiable with experience.

*Send letter of interest, resume, and three references by July 15, 2002 to: BID, 139 W. Cook St., Portage, WI 53901.*

## calendar of events

**June 24-26, 2002**

**NMSC, Urban Main Street Forum**  
Boston, Mass. (212) 455-9803  
[Sdaniels@liscnet.org](mailto:Sdaniels@liscnet.org)

**July 24-25, 2002**

**Main Street New Jersey, Creating Economic Opportunity**  
Trenton, N.J. (609) 633-9769  
[http://www.state.nj.us/dca/dhcr/msnj\\_dri.htm](http://www.state.nj.us/dca/dhcr/msnj_dri.htm)

**July 25, 2002**

**Project for Public Spaces, How to Turn a Place Around**  
New York, N.Y. (212) 620-5660  
[http://208.45.47.25/nyc\\_aia\\_training.htm](http://208.45.47.25/nyc_aia_training.htm)

**July 29-August 1, 2002**

**Rebuild America, National Conference**  
New Orleans, La. (800) 363-3732  
[http://www.rebuild.org/events/rebuild\\_events.asp](http://www.rebuild.org/events/rebuild_events.asp)

**September 25, 2002**

**Maine Downtown Center, Annual Downtown Conference**  
Saco, Maine (207) 622-6345  
[www.mdf.org/downtown](http://www.mdf.org/downtown)

**September 26-29, 2002**

**NMSC, Basic Training**  
Billings, Mont. (202) 588-6219  
[www.mainstreet.org](http://www.mainstreet.org)

**October 8-13, 2002**

**NTHP, National Preservation Conference**  
Cleveland, Ohio 202/588-6100 or 800/944-6847  
<http://www.nthpconference.org/>

**October 24-25, 2002**

**Project for Public Spaces, How to Turn a Place Around**  
New York, N.Y. (212) 620-5660  
[http://www.pps.org/nyc\\_training.htm](http://www.pps.org/nyc_training.htm)

**October 28-31, 2002**

**NMSC, Basic Training**  
Washington, D.C. (202) 588-6219  
[www.mainstreet.org](http://www.mainstreet.org)

**October 29-30, 2002**

**Main Street New Jersey, Promoting Downtown**  
Trenton, N.J. (609) 633-9769  
[http://www.state.nj.us/dca/dhcr/msnj\\_dri.htm](http://www.state.nj.us/dca/dhcr/msnj_dri.htm)

**November 9-11, 2002**

**Project for Public Spaces, Great Markets, Great Cities**  
New York, N.Y. (212) 620-5660  
<http://208.45.47.25/PMC.htm>

Calendar entries of state, regional, and national interest may be submitted in writing by the fifth of each month for the following month's newsletter. We reserve the right to edit all entries based on appropriateness and space.

# "WHITE ELEPHANT"

## PILOT SITES SELECTED



Capitol Theater

To help communities meet the challenge of difficult-to-redevelop "white elephant" properties such as vacant old hotels, warehouses, theaters, and department stores, the National Main Street Center launched the **Building Opportunities Network** last year. This past month, five network participants were selected to receive free on-site assistance from the Center to help identify redevelopment potential and map out a process for community initiated development.

The Center will engage the services of Donovan Rypkema, principal of the real estate consulting firm, "Place Economics," to conduct two-day intensive assessments of each property. The evaluation will include recommendations for a development strategy and team.

The **Building Opportunity Network** is an on-line service for National Main Street Network members; it provides a user-defined web site database for historic property owners and revitalization organizations seeking prospective buyers, developers, and professional resources.

The five projects represent a diverse selection of building types and geographic locations. Most importantly, each project offers the opportunity to serve as a model for white elephant redevelopment in other areas.

### **Capitol Theater, New London, Conn.**

Opened in 1921 as a 2,500-seat vaudeville theater, the property has been "mothballed" since 1973.

### **Trolley Power Station, Boston, Mass.**

Standing vacant for 30 years, this was one of six subway power-generating stations built in 1911.

### **Great Western Warehouse, Leavenworth, Kans.**

This turn-of-the-century tire warehouse has more than 171,000 sq. ft. of developable space.

### **Kresge-Woolworth Block, Saginaw, Mich.**

Typical of businesses in many downtowns, this former thrift store occupied 64,000 sq. ft. in three contiguous buildings.

### **Old Petersburg Hotel, Petersburg, Va.**

While the marble Art Deco lobby is still intact, much of this 54,000 sq. ft. historic hotel remains vacant, despite its prime downtown location.



Trolley Power Station



Great Western Warehouse



Kresge-Woolworth Block



Old Petersburg Hotel

## Do You Have a White Elephant?

This year, the National Main Street Center plans to expand the resources available to participants in the Building Opportunity Network.

To be part of the network, visit [www.mainstreet.org](http://www.mainstreet.org) and click on "**Building Opportunities Network.**"

Then, follow the easy step-by-step process to complete an on-line building profile for your community's future landmark. Watch for additions to the site regularly.

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